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AUTHOR Smink, Jay
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ABSTRACT

The Consultant/Linker Knowledge and Skills Inventory is used to assess both existing and needed levels of knowledge and skills for consulting with school staff. The inventory is self-administered, and requires 20 to 30 minutes to complete. For each item, knowledge and skill are rated low, medium, or high; and need for improvement is rated none, low, or high. Ten clusters, each containing five to ten items, are included: (1) listening and speaking skills; (2) facilitating skills; (3) diagnosis and problem solving; (4) resource acquisition and utilization; (5) conflict management and analysis; (6) evaluative ability; (7) management, organization, and planning; (8) implementation of a planned change; (9) dissemination and marketing; and (10) survival during the change. (GDC)

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CONSULTANT/LINKER

KNOWLEDGE AND SKILLS INVENTORY

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Prepared by
Jay Smink
Pennsylvania School Improvement Program
Bureau of Curriculum Services
Pennsylvania Department of Education
Harrisburg, PA
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CONSULTANT/LINKER

KNOWLEDGE AND SKILLS
SELF-ASSESSMENT INVENTORY

_____ _____ _____ _____ _____
Name Last 4 Social Security Numbers

This inventory is designed to stimulate your thinking about and assist you in assessing your level of knowledge and skill development necessary for consulting with administrators, teachers and other school personnel.

DEFINITIONS

Please refer to the following working definitions when responding to each activity.

CONSULTING is the process of working with clients in a manner which focuses on the relationships and events which occur when people are working on a task. The stance is primarily that of facilitating and assisting clients as they identify needs or issues and seek solutions.

KNOWLEDGE is the particular existing (present) range of one's information or acquaintance with facts.

SKILL is the ability to use one's knowledge effectively and readily in the execution or performance of some action.

NEED, as described and used in this inventory, is the personal felt need for self-improvement and training in any one of the knowledge and skill clusters.

INSTRUCTIONS

This instrument is designed to assist you in assessing your current level of knowledge and your skill development in 10 areas of consultant competencies.

Each cluster is defined and includes a rating scale with values of Low, Medium and High. Each value is defined below:

Scale Values - Knowledge and Skills

Low (L) None or minimal understanding of the concept; or enough understanding to participate quietly and usefully observe in situations.

Medium (M) Have enough understanding and capability to follow the lead of others or actively contribute in average situations.

High (H) Have enough understanding and capability to function alone without support from others or lead/teach others in an effort.

Scale Values - Level of Felt Need

No (N) No interest or no felt need at current time.

Low (L) Minimal to moderate need for additional information or increased competence in this activity is currently felt.

High (H) High need for additional information or or increased competencies in this activity is currently felt.

After you have read the above definitions and scale values, please respond to each activity in all 10 clusters by circling the scale letter (value) that best describes your knowledge and skill level. Also respond to the level of felt need scale included with each knowledge and skill cluster.

CLUSTER 1

COMMUNICATIONS - Those listening and speaking skills which a consultant uses in all phases of working with administrators, teachers and other LEA personnel.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Paraphrasing to understand what others are saying	L M H	L M H	No L H
2. Identifying non-verbal cues	L M H	L M H	No L H
3. Conducting effective demonstrations and briefings	L M H	L M H	No L H
4. Identifying communication breakdowns and unexpected obstacles	L M H	L M H	No L H
5. Developing oral presentation skills	L M H	L M H	No L H
6. Writing letters, memos and technical reports	L M H	L M H	No L H
7. Using the telephone effectively	L M H	L M H	No L H

CLUSTER 2

GROUP FACILITATING SKILLS - Those skills which enable a consultant to help a client group identify its blocking and promoting forces, its problem-solving techniques and its other processes.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Helping groups to differentiate between issues and tasks	L M H	L M H	No L H
2. Helping groups to clarify decision-making modes	L M H	L M H	No L H
3. Helping groups to analyze leadership styles	L M H	L M H	No L H
4. Helping groups to deal with group pressure, conformity and influence	L M H	L M H	No L H
5. Helping groups to identify and deal with hidden agendas	L M H	L M H	No L H
6. Helping groups to utilize their individual resources	L M H	L M H	No L H
7. Helping groups to evaluate their task effectiveness	L M H	L M H	No L H
8. Helping the group recognize dysfunctional behaviors which keep the group from achieving a cohesive working relationship	L M H	L M H	No L H

CLUSTER 3

DIAGNOSIS AND PROBLEM SOLVING - Those skills which enable a consultant to analyse and assess a situation so that he/she can help his/her client(s) eliminate or cope with a situation identified as a problem.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Identifying key people to be involved in activities at site	L M H	L M H	No L H
2. Develop and conduct formal and informa needs assessment	L M H	L M H	No L H
3. Documenting process for change and planning for action	L M H	L M H	No L H
4. Using brainstorming techniques	L M H	L M H	No L H
5. Determining the client's stages of concern about a problem or an innovation	L M H	L M H	No L H
6. Determining when the use of specific assessment instruments is appropriate	L M H	L M H	No L H
7. Assisting LEAs to build a problem-solving capacity	L M H	L M H	No L H
8. Interpretation and analysis of available assessment data	L M H	L M H	No L H
9. Development of appropriate survey instruments	L M H	L M H	No L H
10. Combining various types of data to identify priorities	L M H	L M H	No L H

CLUSTER 4

RESOURCE ACQUISITION AND UTILIZATION - The process of using those knowledges and skills available to a consultant to give assistance in resource acquisition, information collecting, and analyzing information for most appropriate use.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Identifying and contracting experts for additional information and help	L M H	L M H	No L H
2. Assist clients in requesting information on curriculum materials	L M H	L M H	No L H
3. Identifying related commercial and non-commercial materials	L M H	L M H	No L H
4. Retrieving documents and materials from many sources (ERIC, RISE, NTIS, EPIE)	L M H	L M H	No L H
5. Deriving implications for practice from research-based information	L M H	L M H	No L H
6. Generate files of various resources (print, person, products, services, etc.)	L M H	L M H	No L H
7. Tailor and adapt resources to the needs of specific users/groups	L M H	L M H	No L H

CLUSTER 5

CONFLICT MANAGEMENT/UTILIZATION - Those skills in the use of conflict situations as a source of understanding by the consultant in order to become more effective in working with individuals and groups within the LEA's.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Understanding and identifying basic causes of conflicts	L M H	L M H	No L H
2. Diagnosing conflict situations	L M H	L M H	No L H
3. Identifying alternative ways of coping with conflict and power struggles	L M H	L M H	No L H
4. Using third-party as resolution to resolve personal conflict with client(s)	L M H	L M H	No L H
5. Helping clients in coping with conflict from dealings with their colleagues	L M H	L M H	No L H

CLUSTER 6

EVALUATION SKILLS - Those skills which enable a consultant to determine the quality of his/her own tasks and those related program tasks performed by the clients.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Planning/designing evaluation procedures	L M H	L M H	No L H
2. Preparing and communicating evaluation data to decision makers	L M H	L M H	No L H
3. Using evaluation data to modify programs, strategies, materials, etc.	L M H	L M H	No L H
4. Using formative evaluation techniques	L M H	L M H	No L H
5. Using summative evaluation techniques to measure program impact	L M H	L M H	No L H
6. Measure the effectiveness of in-service workshops	L M H	L M H	No L H
7. Locating and arranging for evaluation assistance	L M H	L M H	No L H

CLUSTER 7

MANAGEMENT, ORGANIZATION AND PLANNING - Those skills which enable a consultant to provide for a systematic and organized approach for the process of planned change to successfully occur in the LEA environment.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Understanding different budgeting methods for operations (zero-based, PPBS, etc.)	L M H	L M H	No L H
2. Establishing documentation and management information systems	L M H	L M H	No L H
3. Understanding the use of time management techniques	L M H	L M H	No L H
4. Understanding of organizational structures and political relationships	L M H	L M H	No L H
5. Knowing how to sense the progress or flow of work as basis for planning personnel/ client activities (PERT, etc.)	L M H	L M H	No L H
6. Understanding diffusion strategies relevant to preparing client installation plan	L M H	L M H	No L H
7. Developing procedures for personnel selection/training and personal improvement programs	L M H	L M H	No L H

CLUSTER 8

IMPLEMENTATION - Those understandings and skills which enable a consultant to guide his/her client(s) through the planning, installation and culmination of a planned change.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Assist clients to prepare implementation plans	L M H	L M H	No L H
2. Understand program logistics and resource allocation decisions	L M H	L M H	No L H
3. Helping clients plan and conduct orientation and in-service training for new programs	L M H	L M H	No L H
4. Assist in monitoring installation of programs in order to modify plans if necessary	L M H	L M H	No L H
5. Assist LEA to document installation process and generate public releases	L M H	L M H	No L H
6. Assist clients to establish basis to insure the survival of a program change	L M H	L M H	No L H
7. Assist clients to obtain parental and community support for new programs	L M H	L M H	No L H

CLUSTER 9

DISSEMINATION AND MARKETING - Those understandings and skills which enable a consultant to assist his/her client(s) to effectively exchange information with interested groups and continually gain favorable support for the planned change.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Comparing/contrasting costs of alternative dissemination strategies	L M H	L M H	No L H
2. Planning and assisting in conducting dissemination activities	L M H	L M H	No L H
3. Preparing and using brochures and newsletters effectively	L M H	L M H	No L H
4. Preparing and using news releases for media effectively	L M H	L M H	No L H
5. Packaging materials for different audiences	L M H	L M H	No L H
6. Developing dissemination technique using incentives (release time, credits, etc.)	L M H	L M H	No L H
7. Designing and conducting training sessions in the area of dissemination, marketing or public relations	L M H	L M H	No L H

CLUSTER 10

SURVIVAL - Those understandings, skills and attitudes which enable a consultant to guide his/her clients (and themselves) through the most trying experiences in any profession - that of a planned change.

Please rate your level of knowledge and skill in each of the following areas/activities:

Also rate your level of felt need in each of the same areas:

ACTIVITY (Circle Responses)	KNOWLEDGE (Do I know what to do?)	SKILL (How well can I do it?)	NEED (My need for improvement)
1. Knowing local, state and federal statutes and guidelines related to program changes	L M H	L M H	No L H
2. Knowing how to obtain and use federal, state and foundation financial support	L M H	L M H	No L H
3. Identifying key people to be involved in change activities	L M H	L M H	No L H
4. Knowing and using ideas learned from literature on planned change	L M H	L M H	No L H
5. Maintaining communication networks for self-improvement (professional organizations, resource systems, etc.)	L M H	L M H	No L H
6. Analyzing and evaluating own behaviors and attitude towards clients	L M H	L M H	No L H
7. Understanding own role in agency	L M H	L M H	No L H